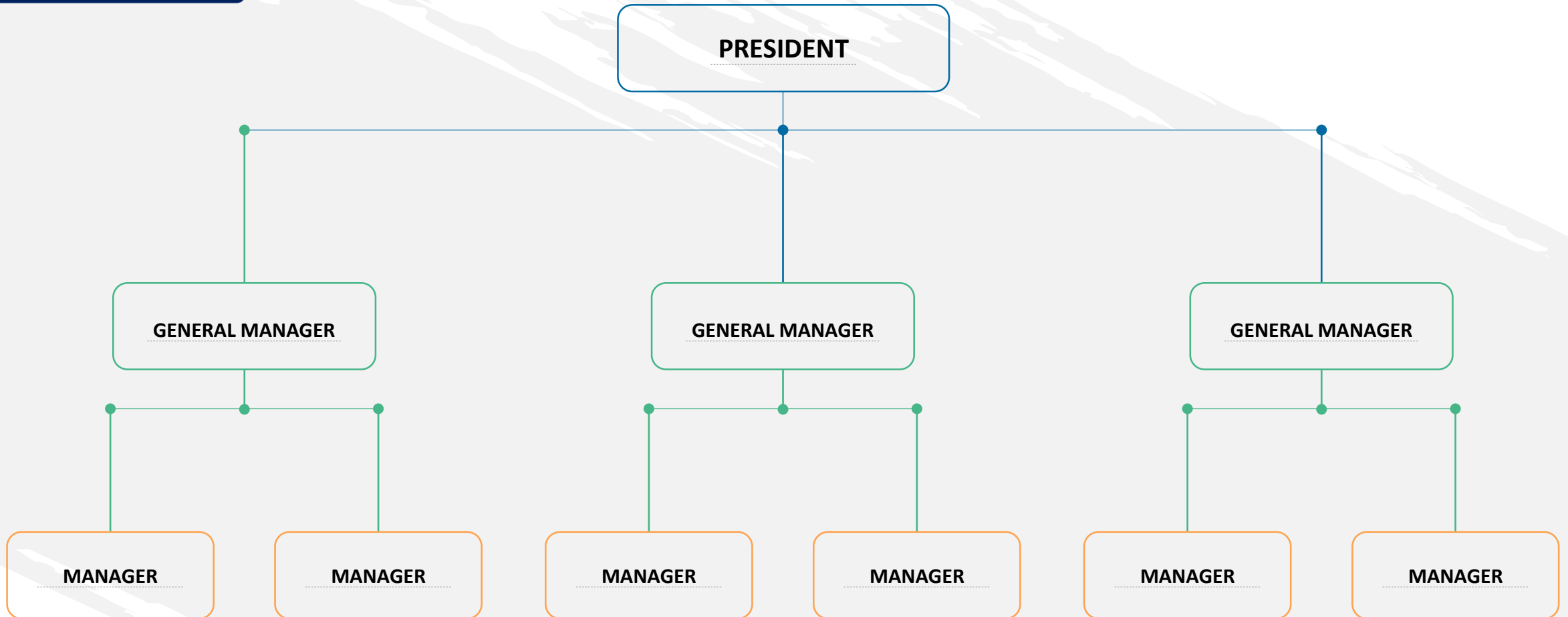
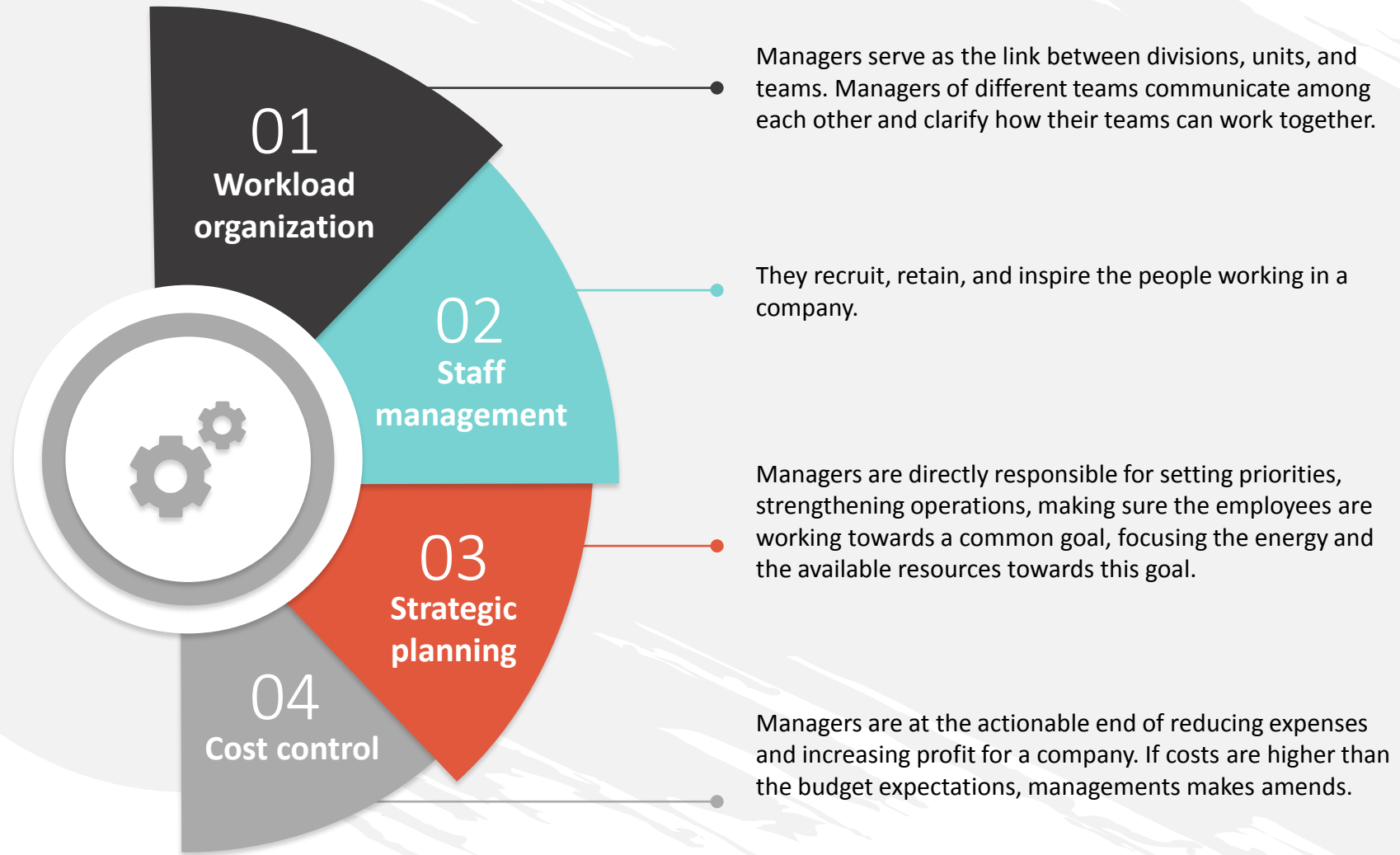




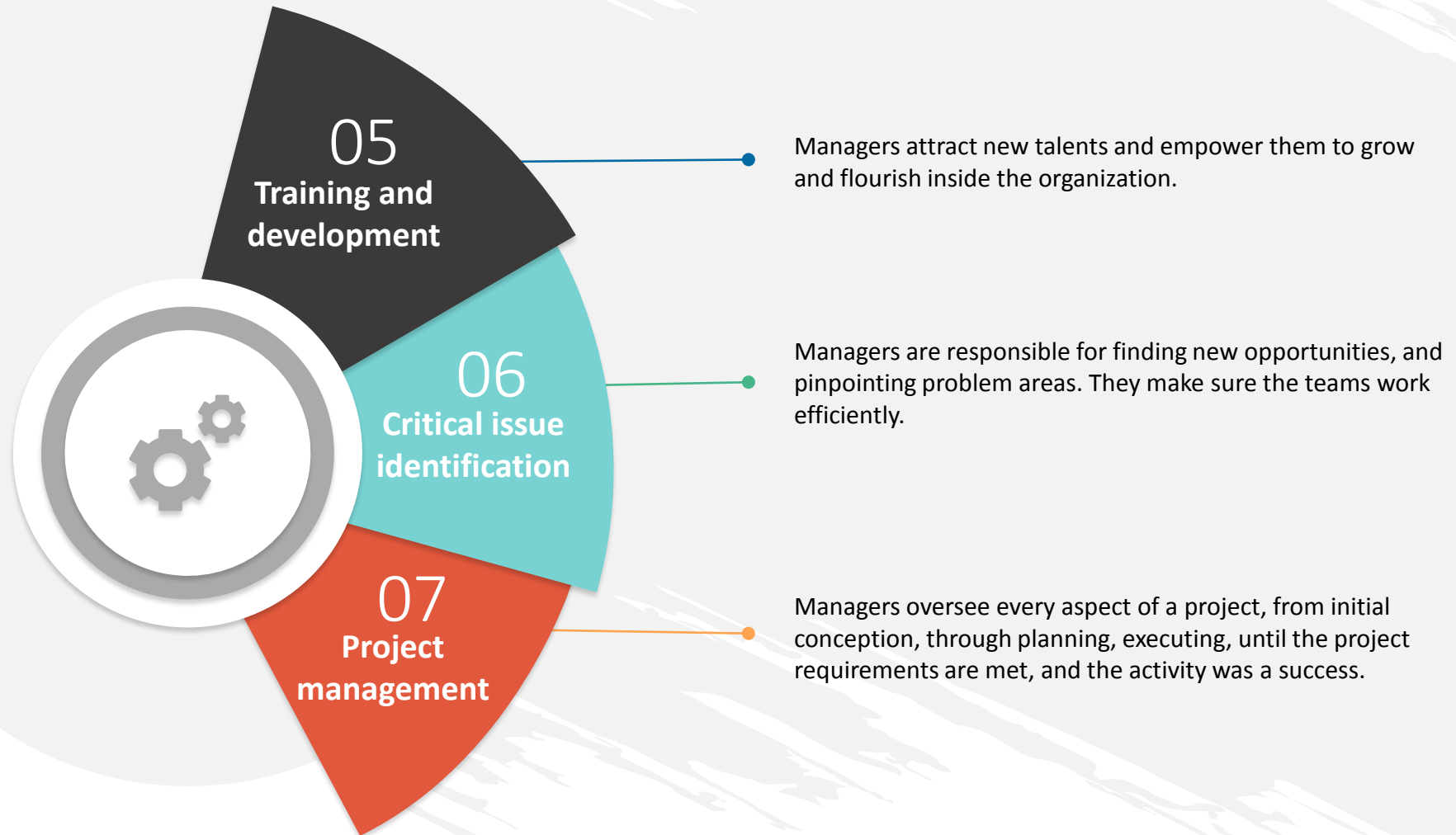
Management

Ensure your organization is on the right course to achieve its goals as planned

Why are managers needed in a company?



Why are managers needed in a company?



What makes a manager great?



Leading

Coaching

Delegating

Adapting

Credibility

Discipline

Governance structure

TOP-LEVEL MANAGEMENT

CEO, COO, CFO, CTO,
Presidents, Vice Presidents,
and Managing Directors

Determine its competitive strategy and business model. Have a solid understanding of the firm's business and can make decisions that consider the full picture

MID-LEVEL MANAGEMENT

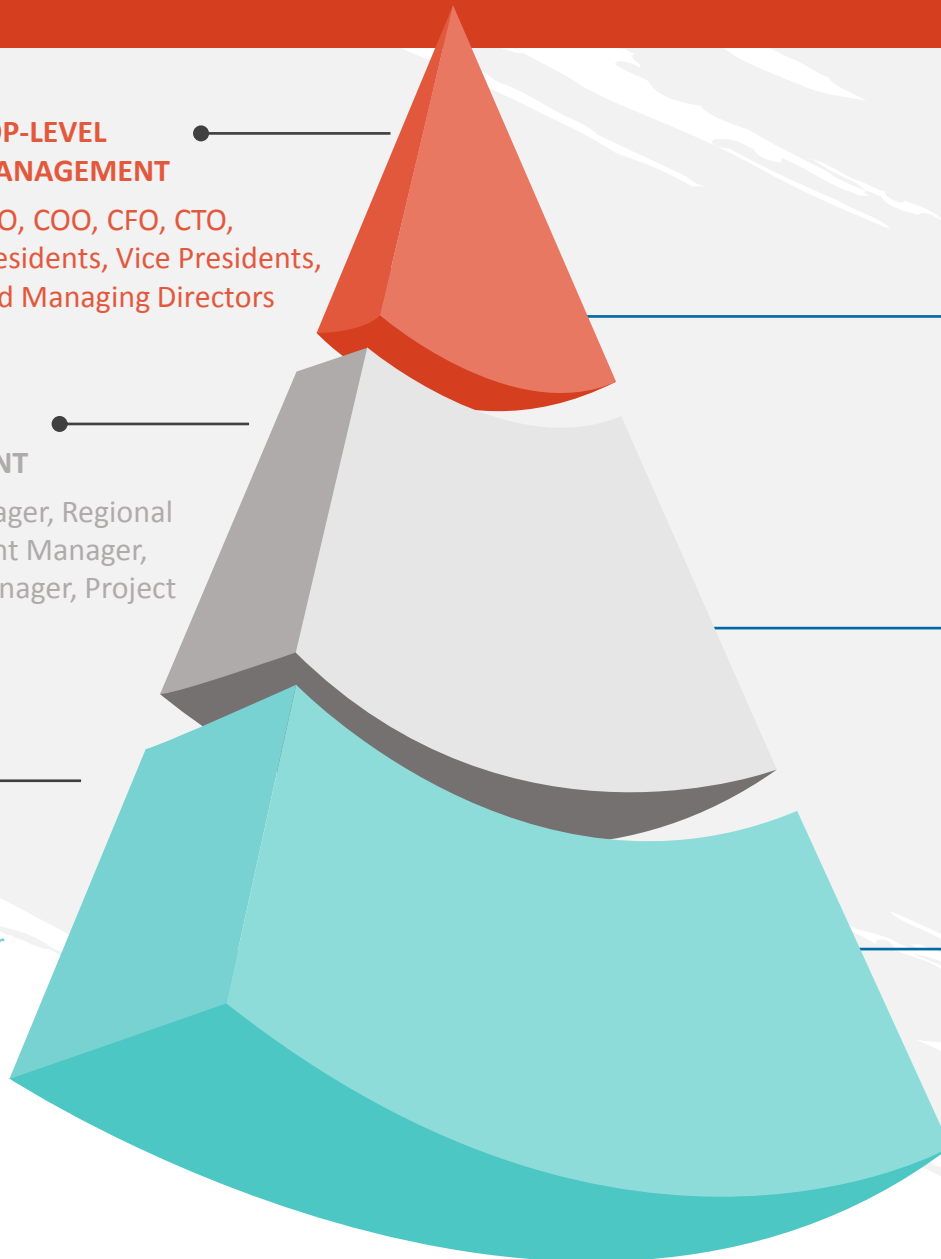
General Manager, Regional
Manager, Plant Manager,
Divisional Manager, Project
Leader

Handle the practical implementation of the decisions made by top management. Set objectives to first-line managers and assist them in their daily tasks and activities. Direct responsibility over the financial figures

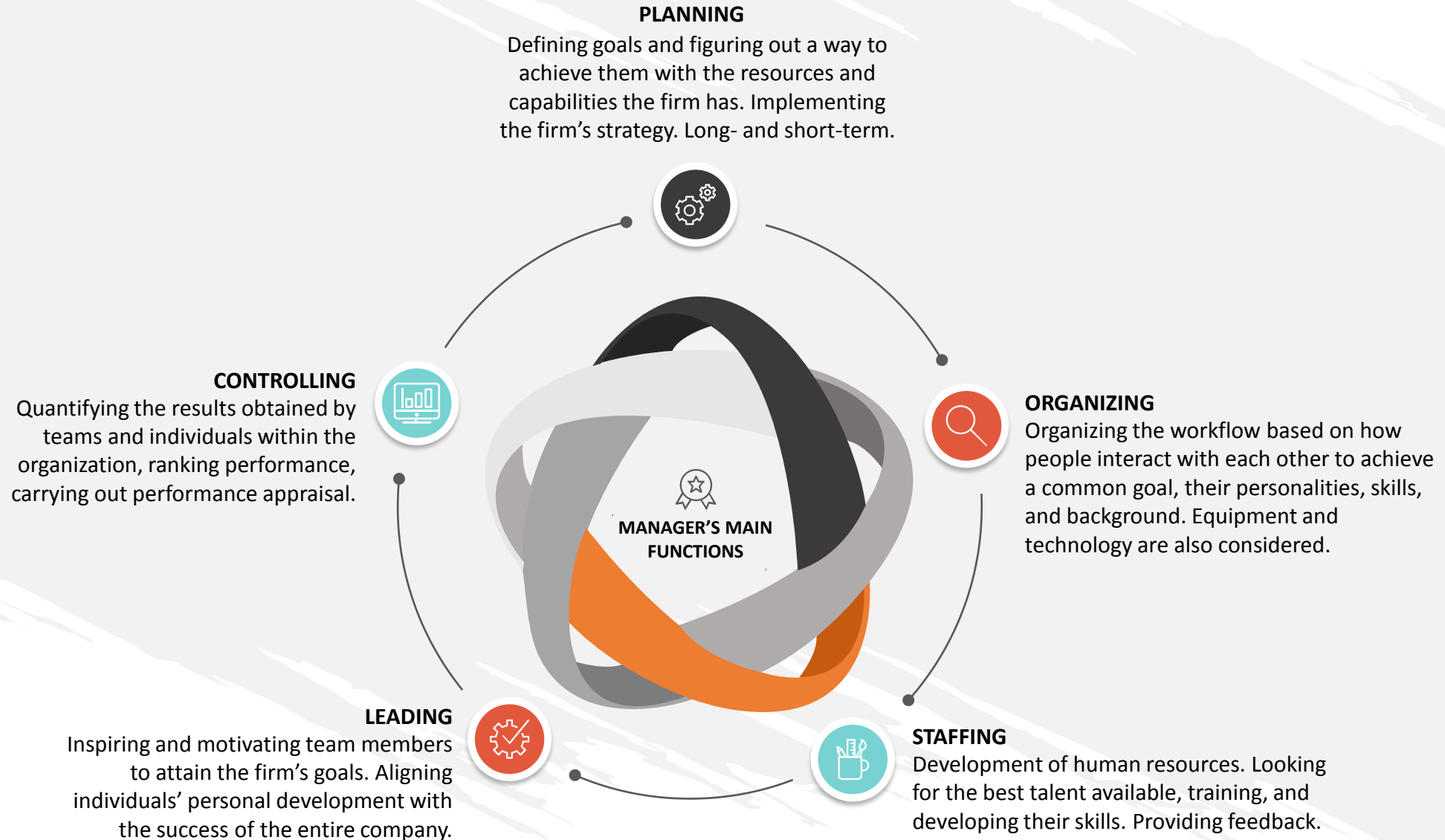
FIRST-LINE MANAGEMENT

Department Manager,
Store Manager, Office
Manager, Shift Supervisor

Handle the non-managerial employees directly involved in the production of the firm's goods. They don't have significant decision-making power, but interact with staff on a daily basis.



Manager's main functions



The objective pyramid

TOP-LEVEL
MANAGEMENT

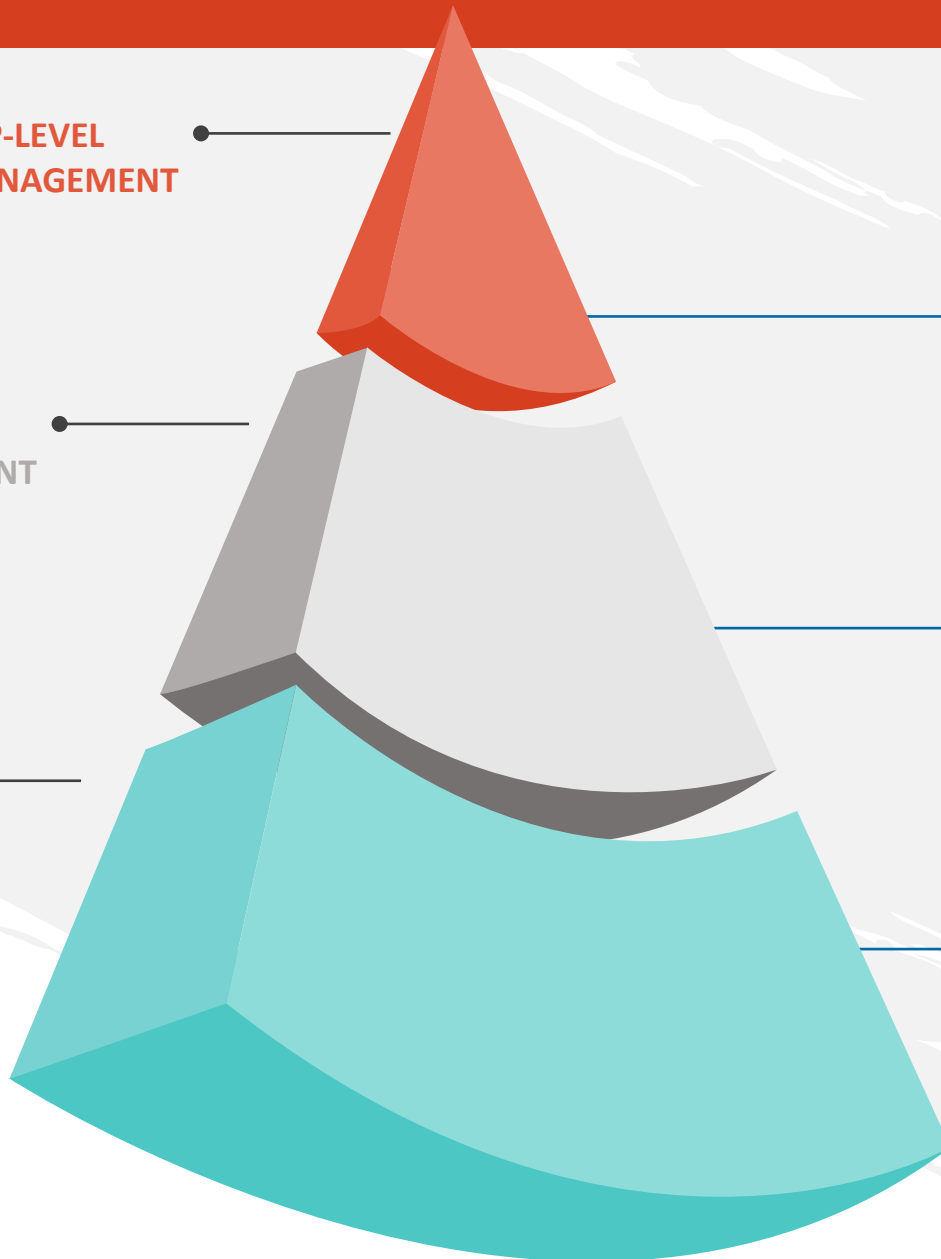
Communicate objectives to mid-level management.

MID-LEVEL
MANAGEMENT

Come up with own objectives which are in-line with those received, and communicate them to first-line management.

FIRST-LINE
MANAGEMENT

Create objectives of their own, based on the guidance from above.



Management by Objective (MBO)

Defining mutually agreed upon objectives to reach goals

Mid-level management works with first-line managers,
actively listening to their input.

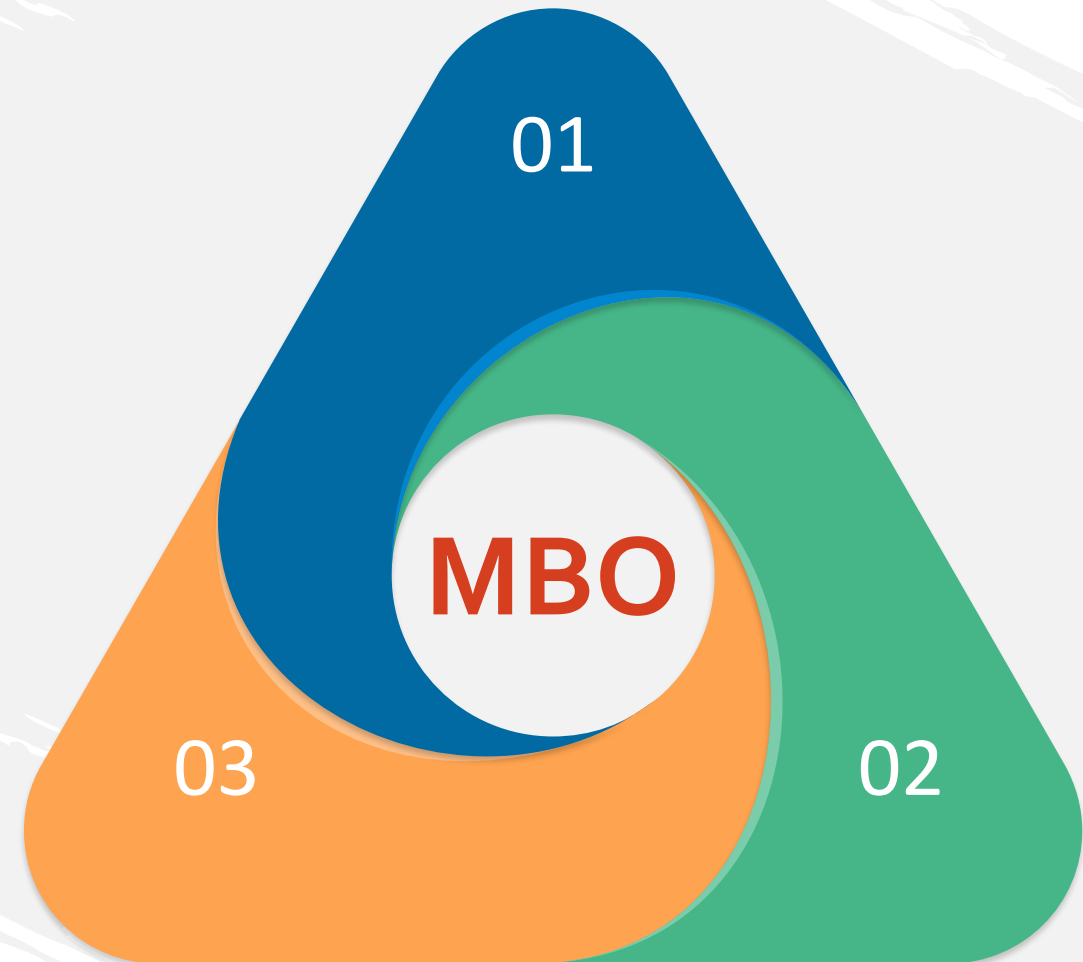
01

Mid-level managers elaborate the input from first-line
managers to top-management.

02

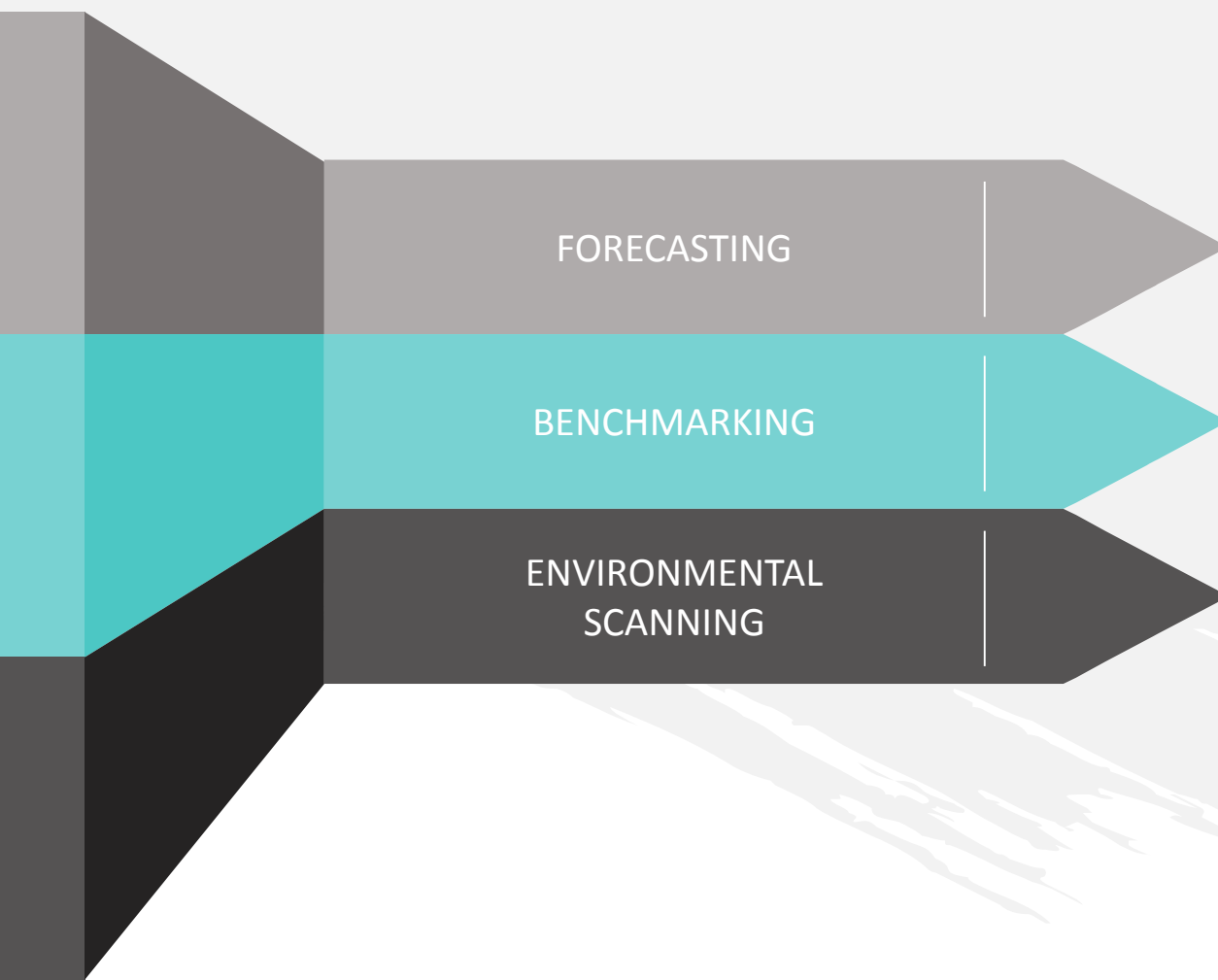
Mid- and top-level management come up with actionable
objectives all levels have participated in.

03





Studying the environment



FORECASTING

Use past data to predict future business developments. Qualitative and quantitative. When little historical data are available, and when there are sufficient data, respectively.

BENCHMARKING

Comparing a company's performance metrics against those of industry peers. Standard metrics are Revenue growth, Market share development, Average selling price, Number of units sold, Revenue per employee, Gross profit margin, and EBITDA margin

ENVIRONMENTAL SCANNING

Big data analysis. Used to come up with improved business intelligence that ultimately leads to enhanced decision-making

**BREAK-EVEN ANALYSIS**

$$\text{Revenues} - \text{costs} = \text{profit}$$

BREAK-EVEN POINT (BEP)

$$\text{BEP (in units)} = \frac{\text{total fixed costs}}{\text{price} - \text{variable cost per unit}}$$

VARIABLE VS FIXED COSTS

Variable costs vary with the level of production output

Fixed costs are independent of the volume of goods sold



Cash Flow statement

A detailed projection of the cash the business will generate during the year



P&L

Profit and loss projection



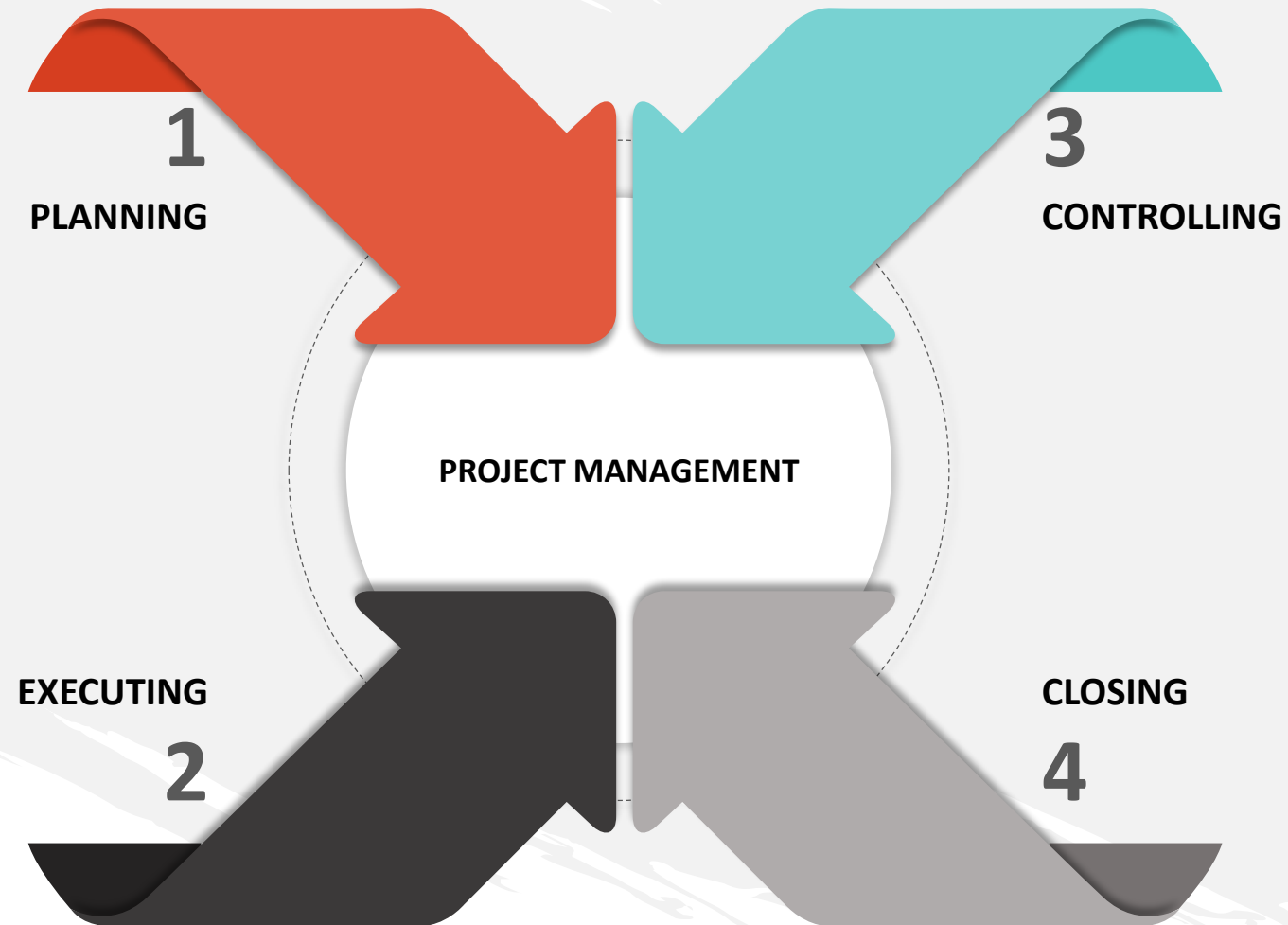
Balance sheet

A financial statement summarizing the firm's assets, liabilities and shareholders' equity

- Try to achieve the goals set out in the Cash Flow, P&L, and Balance sheet



- Have a flexible planning model



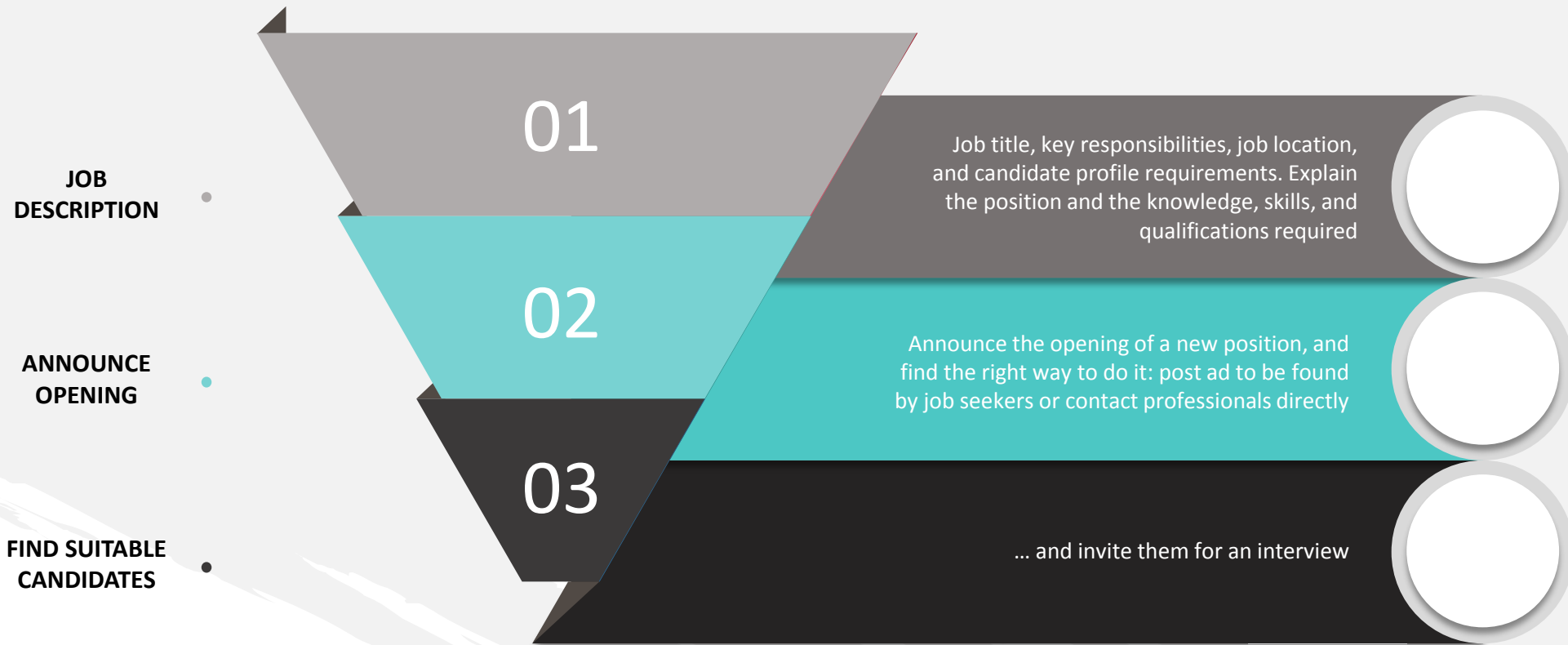


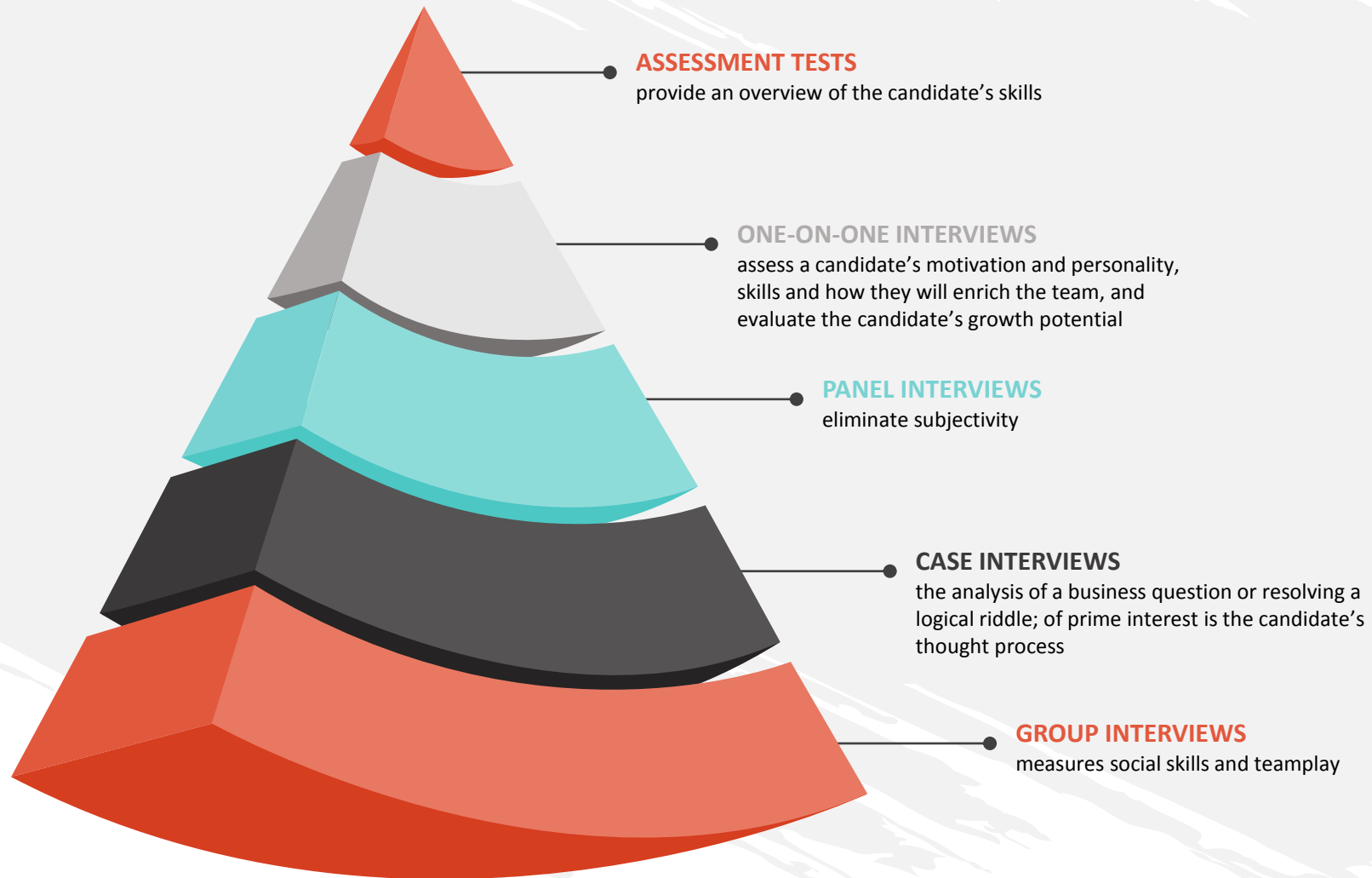
01 Work with Division heads to determine their future HR needs

02 Clarify when recruitment starts and how long the process lasts. The company must hire the right number of people

03 Focus on the competences the new hires must have







Don't pick the most skilled or experienced candidate; pick the best one for the position open, while keeping an eye on the future and their growth with the company


RIGHT
PERSON

Be cautious around charismatic people: they are great at overselling their expertise; do not forget to assess their technical skill


BE
CAUTIOUS

Try to find a person who genuinely wants the job – having the right motivation is key to developing a great team and securing the company's future


MOTIVATION IS
KEY

Send a 'Welcome kit', containing the company's mission,
vision, goals, history, and traditions

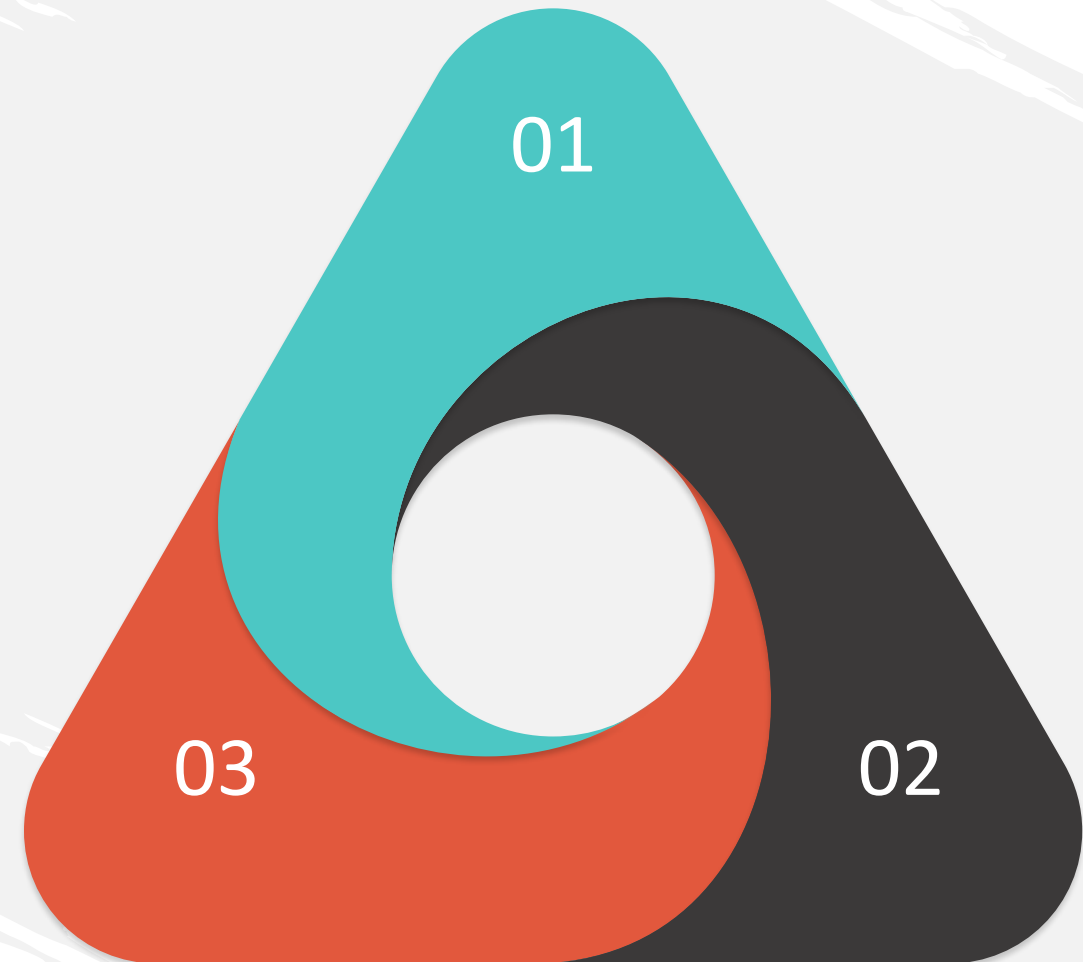
01

Arrange credentials: access badge issuance, preparation of
login access, and admin approval

02

Synchronize the new hire schedule with the timetables of
the people in the team

03





Leadership development programs

Implementing programs that train employees for managerial positions is a solid investment



Official external certifications

Companies can offer to pay for exams and exam-specific training as long as their employees agree to a promotion upon completion



Online education

Excellent for studying at your own pace and according to your own needs

Education and personnel training are the best investments firms make. According to a study on job satisfaction by the Boston Consulting group, learning and career development rank higher than attractive fixed salary as a factor for on-the-job employee happiness.

Ad-hoc

When issues must be addressed immediately

Be careful not to jump into sensitive conversation prematurely

Be calm, collected, and thoroughly prepared

Scheduled performance appraisal sessions

360-degree feedback – employees receive feedback on their performance from multiple raters: managers, colleagues, direct reports, and so on

MBO, the Management by objectives technique, consists of defining objectives mutually agreed on by managers and employees. Evaluation is based on these objectives

ABC grading, assign employee to one of the three brackets – A, B, and C, A means outstanding performance, B – high-middle performance, and C – “need of improvement”



Monetary

SALARIES & PERFORMANCE BONUSES

SOCIAL INSURANCE & HEALTH INSURANCE PAYMENTS

RETIREMENT PLANS

FOOD AND VACATION VOUCHERS

COMPANY CAR PAYMENTS

Non-monetary

REPUTATION

COMPANY PURPOSE AND CULTURE

LEARNING AND DEVELOPMENT OPPORTUNITIES



DECISION-MAKING AUTHORITY

Allow employees to choose how a goal will be achieved; provide them with full access to the operational and financial information needed



INCREASED ENGAGEMENT

Make employees feel effective and valued by instilling a sense of meaning and importance to their work



COMPENSATION ALIGNMENT

Align employee contribution with their compensation

Career growth is a strong motivator. Empowering people by developing their skills, challenging their abilities with interesting tasks and difficult problems, creating opportunities for them to interact with senior leaders, and openly sharing information about the business of the company with them is what inspires talented individuals.

Causes of stress

NATURE OF THE WORK TASK

time pressure or with limited information, but have important consequences

INTERPERSONAL RELATIONSHIPS

the expectations of a manager clash with the those of an employee

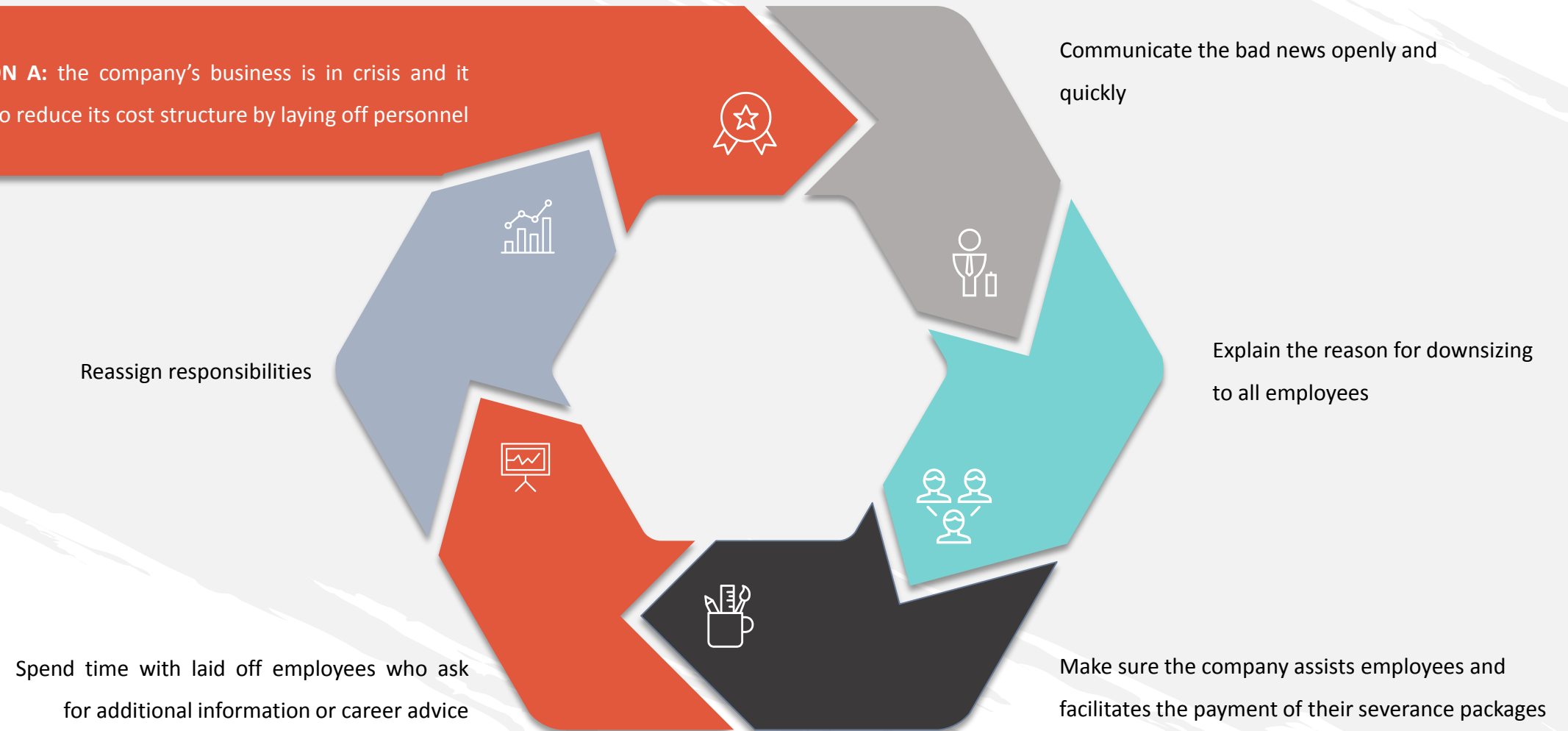
Decreasing stress

OFFER WELLNESS PROGRAMS - health professionals work with employees and teach them how to implement a healthier diet, how to rest better, and the importance of regular exercise

LIGHT SCHEDULE & FLEXIBLE WORKING HOURS

SET UP “QUIET ROOMS” where employees can have a break if needed

SITUATION A: the company's business is in crisis and it needs to reduce its cost structure by laying off personnel



SITUATION B: termination of a single employee's contract due to systematic underperformance, lack of motivation, disengagement, violation of corporate policies, etc.

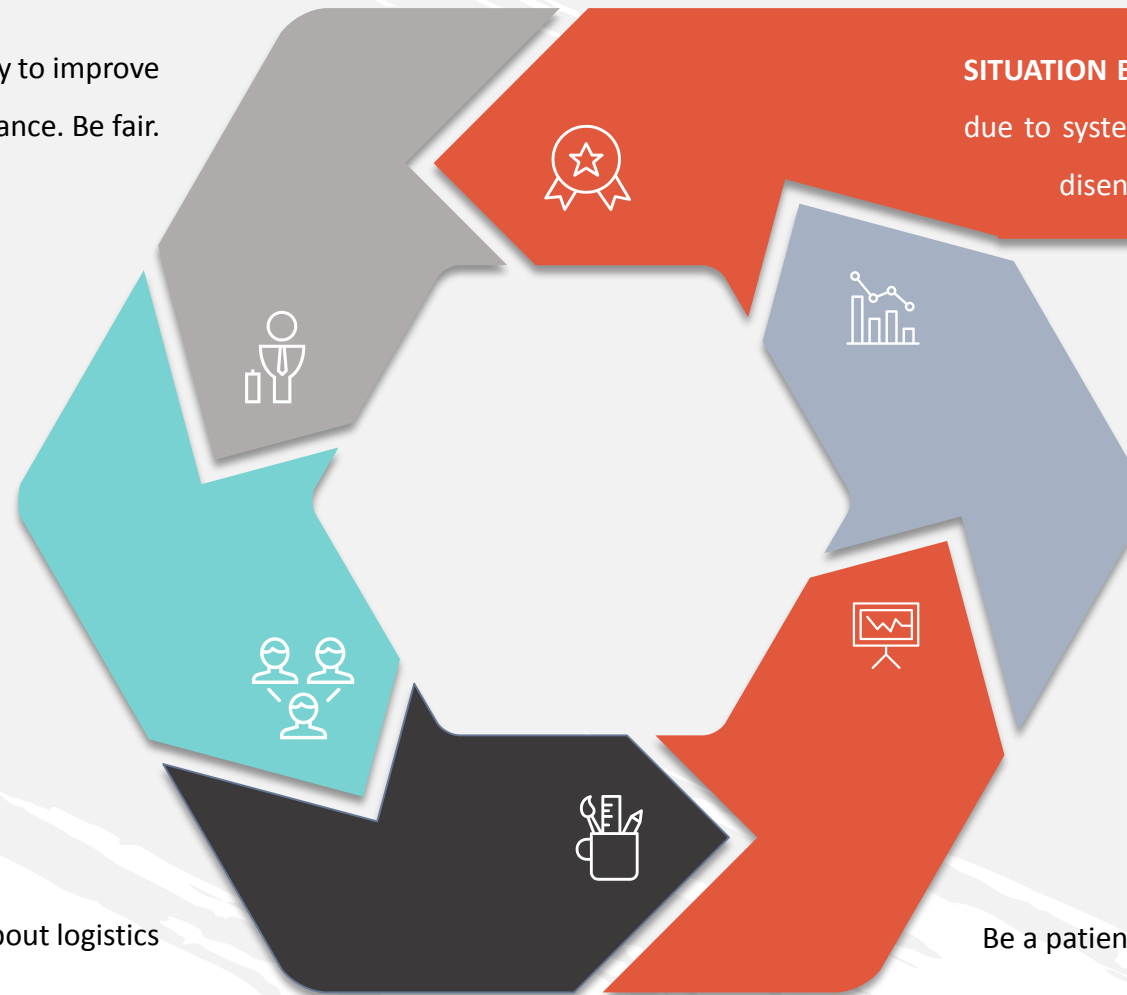
Be open with the rest of the team and walk them through your reasoning and the process you have just completed

Be a patient listener, and refrain from reacting

Be prepared to answer questions about logistics

Arrange a "firing meeting"; be sure this comes after a transparent process where your concerns have been laid out

Give them an opportunity to improve themselves and their performance. Be fair.



**CHANNEL NEW ENERGY FROM DISAGREEMENTS**

When brought together initially, team members establish how they want to work together. Channel negative energy, make sure the problematic topics are work-related, not personal

ENCOURAGE POSITIVE PRACTICES THE GROUP BUILDS TOGETHER

Team members eventually overcome their differences and the teams establish own internal rules and shortcuts for problem resolution. Encourage the positive practices

ENCOURAGE PERSONAL CONNECTIONS

Once the team starts functioning as a unit, organize out-of-work events to encourage personal connections between team members. Friendliness increases productivity

FORMAL

Part of the organization's internal structure

Vertical teams – typically four levels of hierarchy

Horizontal – employees from different departments but at the same hierarchical level. Typically entrusted with a project, diverse expertise

Departments are vertical, project teams are horizontal

SELF-DIRECTED

Informal and participation is voluntary

Formed to facilitate employee's participation in the decision-making process

An opportunity for people from different departments to interact and learn from each other

Quality circles in Japanese companies

VIRTUAL / GLOBAL

Formed from people not in the same geographical location, connecting online

Can be from the same or different companies

Members of these teams do not meet but communicate through email, videoconferencing, and IMs

Teams formed during M&A transactions

NOT



Common interests and hobbies



Educational backgrounds



Out of office socialisation and personality

RATHER



Group norms



Openness



Trust